

2019

Paul A. L. EVANS

Emeritus Professor of Organisational Behaviour at INSEAD
 The Shell Emeritus Chaired Professor of Human Resources and
 Organisational Development at INSEAD

I. POSITIONS

- Sept 2018- Ambassador, the Global Talent Competitiveness Index (GTCI) (INSEAD)
- 2013-2018 Founding Academic Director, the Global Talent Competitiveness Index, INSEAD (with Human Capital Leadership Institute (Singapore), Adecco & Tata Communications)
- Since 2017 Member of the Advisory Council of Botho University, Botswana (also Lesotho and Namibia)(*Botswana's leading private university*); founding team of the HR Think Tank for South Africa (KR Publishing & University Stellenbosch) and Advisory Council member
- Since Sept 2011 Emeritus Professor of Organisational Behaviour at INSEAD
 The Shell Emeritus Chaired Professor of Human Resources and Organisational Development
- 1983-2011 Professor of Organisational Behaviour at INSEAD
 The Shell Chaired Professor of Human Resources and Organisational Development (since 2001)

 Area Coordinator for the Organizational Behavior Department (1977-1979; 1984-1985; 1989-1991; 1994-98; 2009-10). Faculty Chairman of Executive Education at INSEAD (1996-97). Program director for executive programs *Managerial Skills for International Business* (1977-93, 98-2003, 2008-10), *Doing Business in Europe* (2010-12, with CEIBS Shanghai), *Management of People* (1978-2009); *Human Resource Management in Asia* (2005-8), *Strategic Management of People in Brazil* (GEP, 1996-2005).

 Titular Professor at the European Institute for Advanced Studies in Management (EIASM), Brussels (1998-2005).
- 2010-12 Visiting Professor, CEIBS, Shanghai
- 2008 Visiting Scholar, Haas School of Business, University of California Berkeley
- 1998-99 Visiting Professor at London Business School
- 1988 - 1989 Project director, Group Training and Management Development, Royal Dutch/Shell (half-time).
- 1981 - 1986 Director of the Arnoud de Vitry d'Avaucourt Chair Program in International Human Resource Management, a program to

develop the competences of INSEAD in this domain.

- 1983 Visiting Scholar, Graduate School of Business Administration, University of Southern California, Los Angeles.
- 1978 - 1983 Associate Professor, INSEAD.
- 1974 Joined INSEAD as Assistant Professor of Organizational Behavior.
- 1971 - 1974 Consultant in Organizational Development with Pugh-Roberts Associates, Cambridge, Mass.; Instructor in Organizational Psychology, Alfred P. Sloan School of Management, M.I.T. (1973); Instructor in Organizational Design and Change, School of Business Administration, Boston University (1973).
- 1970 - 1971 Research Assistant and Instructor, INSEAD.
- 1964 - 1967 Accounting and Legal Assistant with successive firms in the United Kingdom and Zimbabwe (Rhodesia).

II. EDUCATION

- 1974 Alfred P. Sloan School of Management, M.I.T., PhD in Management and Organizational Psychology, European Doctoral Fellow in Management Education. Thesis: "The Price of Success - Conflict and Adaptation in Managerial Careers".
- 1970 M.B.A. (INSEAD)
- 1969 Advanced Business Diploma, Niels Brocks Business School, Copenhagen, Denmark. Elected president of the student union.
- 1967 Cambridge University, Pembroke College B.A. (Law, First Class Honours), M.A. (1970). University awards for scholarship in Criminology and Jurisprudence. Foundation Scholar. Trevelyan Scholar from British Commerce and Industry.

III. RESEARCH

Research Interests:

Research focuses on global talent management: (i) Corporate and public policy connected with the talent competitiveness of nations, regions, and cities; (ii) human resource management in international firms (Paul Evans has been described in the press as one of the world's most influential authorities in this domain); (iii) multinational organizational development (matrix etc.) and (iv) leadership development. For the last thirty years, the distinctive theoretical perspective that he brings to bear on these issues is that of duality theory, viewing social, organizational and management phenomena through the lens of tensions between opposites. His earlier work on the global-local tension in multinational organization led to the concept of *organizational glue* that has entered everyday management vocabulary. His earlier work focused on career and leadership development, including the first global study on the work-family interface.

Publications:

Books

The Global Talent Competitiveness Index 2018: Diversity for Competitiveness. B.Lanvin & P.Evans (eds). Fontainebleau: INSEAD, 2017. (available at www.insead.edu/global-indices/gtci).

The Global Talent Competitiveness Index 2017: Talent and Technology. B.Lanvin & P.Evans (eds). Fontainebleau: INSEAD, 2017.

The Global Challenge: International Human Resource Management. V.Pucik, P.Evans, I.Björkman, & S.Morris. 3rd Edition. Chicago: Chicago Business Press, 2016.

The Global Talent Competitiveness Index 2015-16: Talent Attraction and International Mobility. B.Lanvin & P.Evans (eds.). Fontainebleau: INSEAD, 2016.

Middle East and North Africa: Talent Competitiveness Index 2015. B.Lanvin & P.Evans. With PwC and Saudi Human Resource Development Fund. Abu Dhabi: INSEAD, 2015.

The Global Talent Competitiveness Index 2014: Growing Talent for Today and Tomorrow. B.Lanvin & P.Evans (eds.). Singapore: INSEAD, 2014.

The Global Talent Competitiveness Index 2013. B.Lanvin & P.Evans (eds.). Singapore: INSEAD, 2013.

The Global Challenge: International Human Resource Management. P.Evans, V.Pucik & I.Björkman. 2nd Edition. Chicago: McGraw-Hill, 2010. [*“Provides both students and managers with a truly global perspective”*: Ruimin Zhang, CEO, Haier Group China. *“A delight to see what the best thinkers can do when they put their collective efforts to it”*: Dave Ulrich, University of Michigan. *“Provides a powerful challenge to the mental models of human resources thinking”*: Hugh Mitchell, Chief HR & Corporate Officer, Royal Dutch Shell].

A Gestao de Pessoas no Brasil [Managing People in Brazil]. B. Tanure, P.Evans & V. Pucik. Sao Paulo: Campus-Elsevier, November 2006.

Den Globale Udfordring: Rammer om International Human Resource Management, P.Evans, V. Pucik, J-L Barsoux, M. Engsbjerg. Copenhagen: JP Boeger, 2003. *Rewritten version of “The Global Challenge” with particular focus on the Danish situation. Press reviews in the leading Danish dailies gave this book 6 star out of 6 points.*

The Global Challenge: Frameworks for International Human Resource Management, P.Evans, V.Pucik & J-L. Barsoux, Chicago: McGraw-Hill/Irwin, 2002 (also translated into Mandarin).

Human Resource Management in International Firms: Change, Globalization, Innovation, P.Evans, Y. Doz & A. Laurent (eds.), Macmillan: London, 1989; St Martin's Press: New York, 1991.

Must Success Cost So Much?, P. Evans & F. Bartolomé, Grant McIntyre Ltd ; London (1980); Basic Books: New York, (1981); Liber: Stockholm (1981); Samson: Amsterdam

(1981); Hjemmetforlag: Oslo (1982); Econverlag: Frankfurt (1982); Oy Rastor: Helsinki (1983); Børsen: Copenhagen (1984).

L'Entreprise Moderne, (co-author of Management encyclopedia), Paris Science de l'Action, CEPL, 1972.

Chapters in Books

“Talent competitiveness: A framework for macro talent management”. P.Evans, E.Rodriguez-Montemayor, & B.Lanvin. In I. Tarique, *The Routledge Companion to Talent Management*. New York/London: Routledge (forthcoming).

“The Global Talent Competitiveness Index: An Empirical Assessment and Lessons for Macro Talent Management”. P.Evans, E.Rodriguez-Montemayor, & B.Lanvin. In I. Tarique, *The Routledge Companion to Talent Management*. New York/London: Routledge (forthcoming 2019).

“Macro talent management in Finland: Contributing to a rapidly evolving knowledge economy”, P.Evans, A.Smale & I.Björkman. In V.Vaiman, P.Sparrow, R. Schuler, and D. Collings (eds.) *Macro Talent Management: A Global Perspective on Managing Talent in Developed Markets*. New York/London: Routledge, 2019.

“Human resource management in cross-border mergers and acquisitions”, V.Pucik, I.Björkman, P.Evans & G.K.Stahl. In B.S.Reiche, A.Harzing & H.Tenzer, *International Human Resource Management* (5th edition), Los Angeles & London; Sage, 2019.

“Human resource management in cross-border mergers and acquisitions”, V.Pucik, I.Björkman, P.Evans & G.K.Stahl. In B.S.Reiche, A.Harzing & H.Tenzer, *International Human Resource Management* (5th edition), Los Angeles & London; Sage, 2019.

“Organising to leverage diversity; A GTCI research commentary”, B.Lanvin, P.Evans & E.Rodriguez-Montemayor. In *Global Talent Competitiveness Index 2018*, B.Lanvin & P.Evans (eds.), Fontainebleau: INSEAD, 2017.

“Shifting Gears: How to combined technology and talent to shape the future of work”, B.Lanvin, P.Evans & E.Rodriguez-Montemayor. In *Global Talent Competitiveness Index 2017*, B.Lanvin & P.Evans (eds.), Fontainebleau: INSEAD, 2017

“Are we prepared for the talent overhaul induced by technology? A GTCI research commentary”, P.Evans & E.Rodriguez-Montemayor. In *Global Talent Competitiveness Index 2017*, B.Lanvin & P.Evans (eds.), Fontainebleau: INSEAD, 2017

“Talent attraction in practice: Interview with Paul Evans, INSEAD”. In *Innovating Talent Attraction: A Practitioner’s Guide to Cities, Regions and Countries*, M.Andersson, M.King-Grubert, & N.Lubanski (eds.), Copenhagen: U Press, 2016.

“Leadership challenges and dilemmas in multinational organizations”, P.Evans, A.Smale, I.Björkman, and V.Pucik. In *Leadership in Organizations: Current Issues and Key Trends*, 3rd Edition, J.Storey (ed.), London & New York: Routledge, 2016.

“International mobility and talent attraction: A research commentary”, P.Evans & E.Rodriguez-Montemayor. In *Global Talent Competitiveness Index 2015-16*, B.Lanvin & P.Evans (eds.), Fontainebleau: INSEAD, 2016.

"Attracting and mobilizing talent globally and locally", B.Lanvin, P.Evans, & E.Rodriguez-Montemayor. In *Global Talent Competitiveness Index 2015-16*, B.Lanvin & P.Evans (eds.), Fontainebleau: INSEAD, 2016.

"Growing talent for today and tomorrow", B.Lanvin, P.Evans, & N.Rasheed. In *Global Talent Competitiveness Index 2014*, B.Lanvin & P.Evans (eds). Singapore: INSEAD, 2014.

"Managing knowledge in multinational firms", I.Björkman, P.Evans, P.A.L., V.Pucik, & D.Minbaeva. In *International Human Resource Management*, 4th Edition, A-W.Harzing and A.Pinnington (eds.), London: Sage, 2014.

"Leadership development in multinational firms", P.Evans, A.Smale, I.Björkman, and V.Pucik. In *Leadership in Organizations: Current Issues and Key Trends*, 2nd edition, J.Storey (ed.), London & New York: Routledge, 2010.

"Human resource management in cross-border mergers and acquisitions", Pucik, V., Björkman, I., Evans, P.A.L., and Stahl, G. In *International Human Resource Management*, 3rd Edition, A-W.Harzing and A.Pinnington (eds.), Sage, 2010.

"Managing knowledge in multinational firms", Björkman, I., Evans, P.A.L., and Pucik, V. In *International Human Resource Management*, 3rd Edition, A-W.Harzing and A.Pinnington (eds.), Sage, February 2010.

"People and cultural aspects of M&A: What are the lessons ... and the challenges", (with V.Pucik), in G.Stahl & M. Mendenhall, Mergers and Acquisitions: Managing Cultural and Human Resources, Palo Alto: Stanford Business Books, 2004.

"Human resource management in cross-border mergers and acquisitions" (with G. Stahl, V. Pucik, and M. Mendenhall), in A-W. Harzing & J.Van Ruysseveldt (second edition), International Human Resource Management, London: Sage, 2004.

"Danmark og Danskerne foran den Globale Udfordring" [*Denmark and the Danes facing the Global Challenge*]. In P. Evans et al, Den Globale Udfordring: Rammer om International Human Resource Management, Copenhagen: JP Bøger, 2003.

"The Dualistic Leader: Thriving on Paradox", in S. Chowdhury (ed.), Management 21C, New York & London: Prentice Hall-Financial Times, 1999. *Singled out among "the ten best ideas in 2001" by MeansBusiness (US), January 2002. Reprinted in Executive Excellence, July 2000, and translated into various languages for local business reviews.*

"A Duality-based Prospective for Strategic Human Resource Management", in P.M. Wright, L.D.Dyer, J.W.Boudreau & G.T.Milkovich (eds.), Strategic Human Resources Management in the Twenty-First Century : Research in Personnel and Human Resources Management, Supplement 4, Stamford CT.: JAI Press, 1998.

"Managing the Global Company", in The Financial Times Handbook of Management, S. Crainer (ed.), London: Pitman, 1995.

Feature entries on *matrix organization*, *multinational corporations*, and *dilemmas* in The Dictionary of Organizational Behavior, N. Nicholson (ed.), Blackwell: Oxford, 1995.

"Managing Human Resources in the International firm", in Transnational Management: Text, Cases, and Readings in Cross-border Management, C.Bartlett & S.Ghoshal (eds.), Second Edition, New York: Irwin, 1995.

"Dosing the Glue: Applying Human Resource Technology to Build the Global Organization", in Research in Personnel and Human Resources Management, Volume 3, B. Shaw & P. Kirkbride (eds.), JAI Press: Greenwich, Conn., 1993.

"Dualities and Organizational Innovation", in Ressource Mensch, A. Heyer & S. Schwalen (eds.), Wiesbaden: Gabler, 1993.

"Balancing Continuity and Change: The Constructive Tension in Individual and Organizational Development", in Executive and Organizational Continuity, S. Srivastva, R. Fry, & Associates (eds.), Jossey Bass: San Francisco, 1992.

"Dualities: A Paradigm for Human Resource and Organizational Development in Complex Multinationals", in Globalizing Management: Creating and Leading a Competitive Organization, V. Pucik, N. Tichy, & C. Barnett (eds.), Wiley: New York, 1992. *Reprinted as "a landmark contribution" in "Human Resource Management: Critical Perspectives in Business and Management", M. Poole (ed.), London: Routledge, 1999.*

"Duality Theory: New directions for Human Resource and Organizational Management", in Die Personalfunktion der Unternehmung im Spannungsfeld von Humanität und Wirtschaftlicher Rationalität, C. Lattman & B. Staffelbach (eds.), Physica Verlag: Heidelberg, 1991.

"Organizational Development in the Transnational Enterprise", in Research in Organizational Change and Development (Volume 3), R. Woodman & W. Pasmore (eds.), JAI Press: Greenwich, Conn., 1990.

"The Dualistic Organization" (with Y. Doz), in Human Resource Management in International Firms : Change, Globalization, Innovation, P. Evans, Y. Doz and A. Laurent (eds.) Macmillan: London, 1989. *Reprinted as a landmark contribution to the field of HRM in "Human Resource Management: Critical Perspectives on Business and Management", M. Poole (ed.), London & New York: Routledge, 1999.*

"Lessons from Practice in Managing Organizational Change (with A. Farquhar & K. Tawadey), in Human Resource Management in International Firms : Change, Globalization, Innovation, P. Evans, Y. Doz and A. Laurent (eds.) Macmillan: London, 1989.

"The Two Logics behind Human Resource Management" (with P. Lorange) in Human Resource Management in International Firms : Change, Globalization, Innovation, P. Evans, Y. Doz and A. Laurent (eds.) Macmillan: London, 1989.

"Managing Human Resources in the International Firm" (with E. Lank & A. Farquhar), in Human Resource Management in International Firms : Change, Globalization, Innovation, P. Evans, Y. Doz and A. Laurent (eds.) Macmillan: London, 1989.

"Fostering Innovation through Human Resources: Lessons from Practice" (with A. Farquhar & O. Landreth), in Human Resource Management in International Firms : Change, Globalization, Innovation, P. Evans, Y. Doz and A. Laurent (eds.) Macmillan: London, 1989. *Reprinted as a landmark contribution to the field of HRM in "Human Resource Management: Critical Perspectives on Business and Management", M. Poole (ed.), London & New York: Routledge, 1999.*

"The Context of Strategic Human Resource Management in Complex Firms", in Personal Management und Strategische Unternehmensführung, C. Lattman (Ed.), Heidelberg: Physica, Verlag 1987.

"The Relationship between Professional Life and Private Life", in C.B. Derr (Ed.), Work, Family and the Career, New-York: Praeger, 1980 (with F. Bartolomé).

"The Cultural Dimension of Top Executives' Careers: A Comparative Analysis", in T.D. Weinshall (ed.), Culture Management, London: Penguin Books (with H.C. de Bettignies).

"The Present State and Development of Applied Behavior-Modifying Training Methods", in Organizational Development, Zurich: Gottlieb Duttweiler, 1975. Reprinted in *Kluwer-Harrap "Handbook on Industrial Relations"*.

Articles

Size doesn't matter: How small countries lead the way on Talent Competitiveness. *People and Work*, July 2014 (*Cyprus HRM Association*).

As Quatro Faces de RH: Analisando a Performance de Cestao de Recursos Humanos em Emprapas no Brasil (*The four faces of HR: Analyzing the performance on Human Resource Management in Brazilian companies*), RAC (Brazilian Administration Review), 14:4 (594-614), 2010. (with B.Tanure & V.Cançado).

HRM on the Edge. Organization, 6:2, 1999.

New Horizons for Management Development. EFMD Forum, Vol. 2 1997.

A world of solutions looking for problems. EFMD Journal, Spring 1995.

The impact of globalization on human resource management: Centralization-decentralization, Personaleführung, Spring 1994.

Au-delà de la décentralisation, Stratégies Ressources Humaines, No. 7, Automne 1993.

Developing Leaders and Managing Development, European Journal of Management, V.10:1, March 1992. Reprinted in *"A Management Reader in Cross-Cultural Behavior"*, T.Jackson (ed.), Oxford: Butterworth:Heinemann, 1995.

Management Development as Glue Technology, Human Resource Planning, V.14:4; 1992. Recommended as a 'Must Read' in *"The Organization Frontier"* and widely cited in other reviews; distributed to all senior civil servants in the Canadian government.

International Management Development and the Balance between Generalism and Professionalism, Personnel Management, December 1990.

Managing Career Development, Journal of Management Development, V.7:6, 1988.

New Directions in Career Management, Personnel Management, December 1986.

Developing Managers and Managing Development, "Lederen paa Vej mod 90'erne" (Leadership in the 90's), special publication of the Danish Federation of Engineers, 1989; also published in Personale e Lavoro ("Lo Sviluppo dei Manager e la Gestione dello Sviluppo"), V.336 January 1991 and V.337 February 1991.

The Context of Strategic Human Resource Management in Complex Firms, Management Forum, Summer 1986.

The Strategic Outcomes of Human Resource Management, Human Resource Management, 25:1, Spring 1986.

The Future of Labour Relations in Perspective, Social and Labour Bulletin, Vol 1, 1986.

The Dynamics of Adaptation in Managerial Lives, International Review of Applied Psychology, Vol 36, Summer, 1986.

On the Importance of a Generalist Conception of Human Resource Management: A Cross-National Look, Human Resource Management, 23:4, Winter 1984.

The Changing Pictures of the Relationship between Career and Family, Journal of Occupational Behavior, Vol 5, 1984 (with F. Bartolomé).

Gestion des Ressources Humaines: Evolution et Tendances Internationales, Enseignement et Gestion, n° 27, Automne 1983.

Must Success Cost So Much?, Harvard Business Review, March-April 1980, (with F. Bartolomé). *Reprinted in numerous books including "The Executive Life" (1981), "Executive Success: Making it in Management" (1983), "The Executive Dilemma: Handling People Problems at Work" (1985) and other publications, most recently in Harvard Business Review on Work and Life Balance (2000).*

Professional Lives Versus Private Lives - Shifting Patterns of Managerial Commitment, Organizational Dynamics, Spring 1979 (with F. Bartolomé).

The Future à la Française: How French Companies see their Strategy, European Business, Summer 1971, (with H.C. de Bettignies).

Europe Looks North at the Scandinavian Business Elite, European Business, Autumn 1971, (with H.C. de Bettignies).

IV. PRESENTATIONS AND PEDAGOGICAL MATERIALS

Written and Academic Conference Presentations*

"The Global Talent Competitiveness Index 2018: Diversity for Competitiveness", presented at the Asia Pacific GTCI Launch, Singapore, 10 April 2018. *(reported by more than 300 articles in the press and media around the world).*

"On the Road to Reviving Technical-Vocational Education in South Africa", speech and workshops, The HR Think Tank (KR Publishing & IFR University of Stellenbosch. Cape Town 27 February and Johannesburg 20 February 2018 *(leading to a letter than from the Think Tank that was received by President Ramaphosa).*

"Present & Future Challenges for the OD Fraternity", opening keynote speech at the Organisational Development Conference of South Africa, Johannesburg, 21 February 2018.

"The Global Talent Competitiveness Index 2018: Diversity for Competitiveness", speech with Bruno Lanvin, GTCI Global Launch, Davos, 22 January 2018. *(reported by more than 1300 articles in the press and media around the world).*

* Only since 1990.

“The Global Talent Competitiveness Index 2017: Talent and Technology”, presented at the Asia Pacific GTCI Launch, Singapore, 18 April 2017.

“The Global Talent Competitiveness Index 2017: Talent and Technology”, speech with Bruno Lanvin, GTCI Global Launch, Davos, 16 January 2017.

“GTCI: How technology is changing the talent scene”, presented at the 5th workshop on Talent Management, European Institute for Advanced Studies in Management, Copenhagen, 4 October 2016.

“Talent attraction and development in the new service era”, keynote speech & panel, International Conference on Service Science and Innovation, National Taiwan University, Taipei, 24 June 2016.

“Findings from four years of the Global Talent Competitiveness Index”, speech with Bruno Lanvin & Eduardo Rodriguez-Montemayor, at the European Competitiveness Initiative, INSEAD, Fontainebleau, 18 May 2016.

“Sustaining Luxembourg’s talent competitiveness”, keynote speech at the Journée de l’Economie, Ministry of Economics, Luxembourg, 25 February 2016.

“The Global Talent Competitiveness Index 2015-16: International mobility and talent attraction”, speech with Bruno Lanvin, GTCI Global Launch, Davos, 19 January 2016 (*reported by more than 300 articles in the press and media around the world*)

“The Global Talent Competitiveness Index 2015-16: International mobility and talent attraction in Asia-Pacific”, speech with Bruno Lanvin, GTCI Global Launch, Singapore, 28 January 2016.

“Taking talent from the corporate to the macro arena”, keynote speech at the 4th Academic Workshop on Talent Management, EIASM (European Institute for Advanced Studies in Management), Valencia, 25 September 2015

“The Global Talent Competitiveness Index 2014: Growing talent for today and tomorrow”, speech with Bruno Lanvin, GTCI Global Launch, Davos, 20 January 2015 (*reported with more than 200 articles in the press and media around the world*)

“The Global Talent Competitiveness Index 2014: Growing talent for today and tomorrow in Asia-Pacific”, speech with Bruno Lanvin, GTCI Global Launch, Singapore, 28 January 2015.

“Developing Leadership for Cyprus”, keynote speech with Cyprus Institute of Management Summit 2014, Nicosia, 5 April 2014

“The Global Talent Competitiveness Index 2013”, speech with Bruno Lanvin, GTCI Global Launch, Singapore 23 November 2013 (*reported with more than 150 articles in the press and media around the world*)

“Fitting HRM to a local environment: The 4-faces model”, (with B.Tanure) presented at Academy of International Business (AIB) annual conference, Rio de Janeiro, June 2010.

“Developing a HRM model: The four faces of HRM”, (with B. Tanure) presented at EnANPAD XXXIII Conference (Brazilian Academy of Management), Sao Paulo, September 2009.

“Theoretical perspectives for exploring the frontiers of international human resource management: Duality and paradox”, presented at the Academy of International Business conference, Sydney, October 2001.

“The relationship between organizational culture and competitive advantage”, presented at the 16th Workshop of Strategic Human Resource Management, EIASM, Brussels, April 2001.

“A duality-based prospective for Strategic Human Resource Management”, presented at the Conference on Research & Theory in SHRM: An Agenda for the 21st Century, Cornell, Ithaca, October 1997.

"Tension analysis: Toward a methodology for organization development in complex firms", presented at the working group on Paradoxes and Dualities in Organizational Development, EGOS Colloquium, Istanbul, July 1995.

"Strategic change and human resource management", presented at the 10th European Workshop on Strategic Human Resource Management (EIASM), Brussels, March 1995.

"Duality-based tension analysis: A methodology for managing change in complex organizations", presented at the European Workshop on Strategic Human Resource Management (EIASM), St Gallen, March 1994.

"Human resource management and globalization", invited keynote speech at the 3rd Conference on International Personnel and Human Resource Management, Ashridge College, England, July 1992.

"Dosing the glue: Corporate integration in the multinational organization", invited keynote speech at the 2nd International Conference of the Western Academy of Management, Leuven Belgium, June 1992.

"Toward some axioms for duality theory", November 1991. Presented at the Conference on Organizational Theory at the Crossroads: European Contributions to the Science of Organizations, INSEAD, November 1991.

"University/Corporate Collaboration" (with M-A. Devanna), published in Executive Development for Global Competitiveness, UNICON Conference Proceedings: Penn State University, 1991.

"Beyond the first stages of internationalization: Building corporate cohesion", published in Impresa (Italy), February 1990.

Other Conference Presentations †

“The Competitiveness of Slovenia and its Attractiveness for Talent”, keynote speech at The Management Congress, Managers’ Association of Slovenia, Portoroz, 27 September 2018.

“Leadership in South Africa, and its Talent Competitiveness Challenges”. Masterclass for INSEAD Alumni & business leaders, in cooperation with Volkswagen South Africa, Sandton, 1 August 2018.

“Higher education: Learning for the future”, speech to the Danish Prime Minister’s Disruption Council, 6th meeting, Holbæk DK, 13 March 2018.

† Only since 1990.

“Present and future challenges for the OD fraternity”, opening keynote at the Organizational Development Conference 2018, Johannesburg, February 2018.

“The Global Talent Competitiveness Index and its implications for Botswana” presented at the De Beers Human Capital Summit, Gaborone Botswana, 10 May 2017.

“The Global Talent Competitiveness Index” presented at the Botswana Government Special Committee for Youth Engagement and Empowerment seminar, Gaborone, 9 May 2017.

“GTCI Technology and Talent: Denmark’s advantages and challenges in adjusting to the future”, presented at the Denmark’s Minister for Higher Education and Research seminar, Præstø; 23 March 2017.

“GTCI: Latest findings and their implications for South Africa”, presented at the HR Directors conference, Cape Town, 15 March 2017.

“GTCI: Challenges and opportunities for South Africa”, presented at the HR Think Tank, Johannesburg, 1 March 2017; Cape Town, 2 March 2017.

“Opportunities and challenges for Denmark”, presented at the Nordic Launch of GTCI 2017, Go for Greater Talent conference, Copenhagen, 1 February 2017.

“Talent Mobility: What the Nordics can learn from each other ... and elsewhere”, keynote speech at the Global Mobility Forum, with web-link to 2000 people & Adecco-led panel, Oslo, 5 April 2016.

“Global perspectives on talent and human resource challenges”, invited conference at ISPA (the Psychological University Institute), Lisbon, 15 February 2016.

“Managing talent in emerging markets”, keynote speech at the Global HR Forum 2015, South Korean Ministry of Education, Seoul, 5 November 2015.

“Building and sustaining ‘Talent Competitiveness’: Meeting industry Needs in Asia and Europe”, keynote speech at Asia-Ireland Higher Education & Global Talent Forum, Dublin, 9th July 2015.

“Bridging the talent gaps”, speech and panel lead, INSEAD Global Business Leaders Conference on ‘Building Europe’s Competitiveness through Effective Capital and Talent Markets’, Sintra Lisbon, 20 June 2015.

“Belgium’s Talent Competitiveness: An assessment”, speech to INSEAD Belgian Council of Industry Leaders, Brussels, 2 March 2015

“Norway’s Talent Competitiveness”, keynote speech at the Global Mobility Forum, Oslo, 4 March 2015

“Denmark’s Talent Competitiveness”, seminar-speech for INSEAD Alumni in Denmark, Copenhagen, 6 May 2015

“Managing people and change”, keynote speech and workshop at Leadership Meeting of FIEMG (Federation of Industries of Minas Gerais), Belo Horizonte Brazil, 24 October 2014.

“Nordic strongholds or Nordic talent brand? What GTCI Says”, speech at Nordic Talent Attraction Management Workshop, Copenhagen Capacity & Tendensor, November 2014.

“Leadership and change: Managing culture change”, keynote speech with Local Government Denmark Annual Leadership Meeting, Kolding DK, 10 September 2014.

“The Global Talent Competitiveness Index”, INSEAD Faculty seminar, 8 April 2014.

“Denmark: Attracting international talent”, keynote speech with Copenhagen Talent Summit 2014, Copenhagen Capacity & Federation of Danish Industries, 7 May 2014.

- “A global perspective on the HR challenges: Working through the dualities”, opening keynote at the Future of HR Summit, co-organized by EHRF, Brussels, June 2011.

- “Combining people and organizational development: What really works”, keynote at 11th Annual Conference of AHRMIO (international public organizations), Thessaloniki, September 2010.

- “Working through the dualities of talent development”, keynote at the Conference on Effective Talent Development, Danish Business Research Academy (DEA), Copenhagen, April 2010.

“Managing the downturn with the upturn in mind”, keynote (and pre-conference workshop), HR Club of Romania, Bucharest October 2009.

- Working through the dualities of talent management”, keynote at the HR-Day, Vlerick School of Management, Gent, May 2009.

- “Teaching international HRM: A business and people perspective”, Professional Development Workshop, Academy of Management Annual Meeting, Chicago, 2009.

- “A global perspective on talent management”, keynote at the 9th Annual Conference of the Bulgarian HR Association, Burgas Bulgaria (and pre-conference workshop on Managing Employee Engagement), October 2008.

- “Developing leaders and managing accelerated development”, keynote at 2nd Central and Eastern Europe Human Capital Summit, Budapest, October 2006.

- “Change management as a success factor in HR transformation”, keynote at Conference on HR Transformation, Cologne, April 2006.

- “Leadership for the knowledge economy”, keynote speech and panelist at the Doha Development Forum, Qatar, April 2005.

- “Leadership development: Guidelines for and pitfalls in developing leaders and managing development”, keynote at annual Conference of the Association for Human Resource Management in International Organizations, Noordwijk, October 2004.

- “Zig-zag management of change: Pitfalls in leadership development”, MasterClass at the World Congress of Human Resource Management, Rio de Janeiro, August 2004 (also keynote speech on “New Trends in Executive Education”).

- "Developing leaders and managing development in turbulent times", keynote at the 5th International HR Conference, Beirut, June 2004.
- "Developing leadership talent in the multinational enterprise", presented at the Career Evolutions Conference, sponsored by Harvard Business School, London, June 2002.
- "Challenges for human resource management", closing keynote at Confederation of British Industries (CBI) Annual International HR Exchange, May 2002.
- "New forms of organization and their impact on business management", keynote at Davos Future Leaders Forum, Davos CH, February 2002.
- "Developing next generation leaders", keynote presented at People Leadership Forum, Economist Corporate Network, Singapore, December, 2001.
- Co-organizer and co-chair of symposium on "The frontiers of international human resource management", Academy of International Business (AIB) Annual Conference, Sydney, October 2001.
- Discussant and speech at academic conference on Managing Culture and human resources in mergers and acquisitions, Thurnau, Germany, October 2001.
- "Facing up to paradoxes of globalization: The HRM agenda", keynote speech at the Global Forum, Society for Human Resource Management (SHRM), Chicago, April 2001.
- "Managing in an age of paradox", keynote speech at the Inaugural Conference of the Association for Human Resource Management in International Organizations", Geneva, September 2000.
- "Managing the human side of change", keynote speech at the Linkage Change 98 Conference, London, November 1998 and June 2000.
- "On the edge: Managing the tensions that drive performance", keynote speech at the Annual Conference of the Human Resource Planning Society, San Diego, April 1999.
- "New horizons for management development", presented at the Annual EFMD Conference, Prague, June 1997.
- "Putting competency management into perspective", final keynote speech at the International Conference on Competency-based Tools for Organizational Performance, Brussels, October 1996.
- "International human resource management: Trends and challenges", keynote opening speech at the World Congress on Personnel Management, Hong Kong, June 1996 (published as a book chapter in "Global Challenges and Country Practices in People Management" by Ecco, 1996).
- "Dosing the Glue: Culture Management in the Global Organization", keynote at the XVII Congress of the European Association of Personnel Management/DGFP, Hamburg, 1995.
- "Business-driven human resource management: A dream or a nightmare?", concluding keynote speech at the Annual Conference of the European Foundation for Management Development (EFMD), Copenhagen, 1994.

- "Human resource management: A force for progress, or a barrier?". Gala dinner speech at the Congress on Human Resource Management, Organizationsforum Wirtschaftskongress (OFW), University of Köln, Cologne, 1993.
- "The company as a place for the individual's progress", keynote speech at the World Congress of Personnel Management, Madrid, 1992.
- "The dualities in global organizations", keynote at the Annual Conference of the Human Resource Planning Society, Fort Lauderdale, Florida, 1992.
- "Integration challenges in the multinational firm", keynote at The Economist Conference on Leading Edge Management Issues, London, 1991.
- "Motivating revisited: Striking a dynamic balance in the dualistic organization", keynote at the 23rd International Conference on Human Resource Management, Barcelona, April 1991.
- "Must success cost so much? - Leadership as a balancing act", keynote at the Leaders Forum, Helsinki & M/S Silja Serenade, 1991.
- "The change-continuity duality", presented at the Conference on Change and Continuity in Organizational Life, Case Western Reserve University, Cleveland, 1990.
- "The organizational balancing act and its implications for human resource management", keynote at the Dutch Personnel Association (NVP) Jubileum Congress, Maastricht, 1990.
- "The implications of globalization for human resource management", keynote at the International Human Resource Council of the Conference Board, Amsterdam, 1990.
- "Centralization-decentralization and other dilemmas", Unicon (the International Consortium of Universities in Management Education), Brussels, 1990.
- "Managing the change cycle", presented at the Workshop on Strategic Change Processes, Cranfield School of Management, 1990.
- "Developing transnational enterprises: The dualistic organization", keynote at the Annual Conference of the Human Resource Planning Society, Scottsdale Arizona, 1990.
- "Developing management potential - Some international lessons from research and practice", keynote at Annual Management Development Conference, MCE, London, 1990.
- "How companies can make existing managers more European", keynote at Financial Times Conference on Creating a Euro-Workforce in the 90s, London, 1990.
- "Creating a culture of change", keynote at MCE Conference on Restructuring for Growth, Brussels, 1990.

Conference Chairs and Conference Organization

European Workshop on Strategic Human Resource Management, co-founder of this annual conference and co-chair for the first 16 workshops, taking place in different European locations, EIASM, Brussels, 1986-2001.

Special Fifteenth Workshop on Strategic Human Resource Management, chair, EIASM and INSEAD, Fontainebleau, March 2000.

Enterprise Forum 99, International Labour Office (ILO), chairman of the section on Human Resource-based Competitive Strategies, Geneva, November 1999.

Working group on "*Paradoxes and Dualities in Organizational Development*", convenor and co-organizer, EGOS Colloquium, Istanbul, July 1995.

Quality, Organization, and the Management of Change, co-chairman of the Ambrosetti Annual Top Management Conference, Stresa Italy, June 1991.

Pedagogical Materials/Cases

"Emirates Bank" (A) An HR Transformational Journey; (B) The Search for Talent. INSEAD cases, 2009.

"A Tale of Two Companies", (managing global-local challenges in multinational organization), INSEAD case, 2002 (in Portuguese as well as English).

"Managing People", a two-part on-line e-learning course produced by Financial Times/Knowledge and INSEAD On-line. Released 2001.

"Codan 2000" (managing cultural change in business process reengineering), INSEAD-CEDEP, 1997. "*Best European Case Award*" in the field of HRM/Organizational Behavior/Leadership, *Business Week/European Case Clearing House*, 2004.

"Human Resource Management at the San Miguel Corporation", INSEAD's Euro-Asia Centre, 1997.

"Managing People", 60 minute Video produced by and with Video Management (Brussels), 1990 (in French "Comment encadrer les individus?" and subtitled in Dutch). *Best-selling of 20 such video's in 1990 and 1991.*

"Apple Computers Europe" (management of human resources in a high growth but turbulent business environment), INSEAD & CEDEP, 1986. Published in Human Resources Management: Text and Cases (Second Edition), F.K. Foulkes & E.R. Livernash (eds.), Prentice Hall: Englewood Cliffs, 1989; and in Transnational Management: Text, Cases, and Readings in Cross-border Management, C.Bartlett & S.Ghoshal (eds.), Irwin 1992.

"Marks & Spencer" (corporate culture and business development), INSEAD & CEDEP, 1985.

"Saint Anne's Board Mills" (company rationalization as a consequence of internationalization of markets, INSEAD & CEDEP, 1979.

V. TEACHING (since 1990 only)

Teaching Orientation

In his teaching and program design, Paul Evans has always been interested in combining projects with classroom learning, and he has pioneered various

methodologies for this that are used in executive education at INSEAD. He has focused particularly on developing new methodologies for action learning.

Direction of company specific programs at INSEAD (since 2000 only)(see section I for INSEAD public programs created and directed)

- Council of Europe *Senior Leadership Program* (Strasbourg), an action-learning program to initiate reform and develop leadership skills of second level executives (involving most of the Council's governance structure), 2010.
- Randstad *Senior Executive Program*, 2008-2013.
- Linde *Global Leadership Program* at INSEAD, an action-learning program with benchmarking projects on three continents for the Linde Group, 2005-6
- Royal Dutch Shell, *Shell Executive Leadership Programme* (top 200, 2001-6)
- American Express, *Global HR Program*, (2006-7)
- Monetary Authority of Singapore, *Leading People* workshop (with e-learning (2003-7)
- Daimler-Chrysler Asia *Leading through People Program* (2003-6)
- Telenor *Leadership Program* (2002-4).

Seminars and teaching at other academic and quasi-academic institutions

Regular teaching as permanent faculty member of CEDEP, Fontainebleau: General Management Programme (-2017); Achieving Managerial Excellence core Programme (2017-); company specific programs.

Botho University, Botswana (2017-); Lisbon ISPA (Psychological University Institute)(2016); Skolkovo School of Management, Moscow, EMBA course & executive HR seminars (2008-10); Vlerick School of Management, Belgium (2006); Copenhagen Business School (2002 and 04); Stockholm School of Economics, Advanced Management Program (1995-2005); Fundação Dom Cabral, Brazil (1994-2007); DIEU, Denmark, Advanced Management Program (VL)(1981-2003); Swedish School of Economics in Helsinki, 2002, 2009; USW Schloss Gracht, Germany (1999-2001).

Solo public seminars sponsored by :

HR Club Romania, 2009; Stamford Global (Budapest), in Moscow, Budapest, Vienna, 2006-7; Finnish consultants with Nokia, 2007; Fundação Dom Cabral Brazil 2003; 2001, 1999, 1994; Ambrosetti (Italy)(numerous public seminars 1980-); Etisalat (UAE), 2006; Concourse Group, 2000-3; Business Week Asia in Tapei, Singapore, Bangkok, Kuala Lumpur, 2002; Tesi (I), 1997; Pratt & Whitney/CAAC (China), 1999; IMS (US), 1996; Lisberg Consulting, DK, 1995; Amrop Brazil; 1995; Management Centre Europe; Conference Board of Canada; Human Resource Planning Society (USA), and its Regional Affiliates in Chicago, Boston, Phoenix, and Washington D.C.; Danish Federation of Engineers (DIEU); *De Standaard* (Belgium); Finnish Association of Management; Danish Federation of Industries; Børsen (Denmark).

Public speeches at conferences sponsored by different organizations (recent years only)‡

Many **Global Talent Summits & Conferences** (see list of conference keynote speeches); OD Network of South Africa, 2018; HR Directors Conference, Cape Town, 2017; Oslo/Scandinavian Global Talent Week (2015 & 16); Future of HR Summit: A Global Perspective, Brussels, 2011; **Pan European HR Forum, Brussels, 2011**; Whitehead Mann, France, 2007; **Danish Network of Corporate Academies with**

‡ Programs or seminars indicated **in bold** were organized by or in coordination with Executive Education at INSEAD.

Børsen, 2007; Fundação Dom Cabral (Brazil), 1993-; Boussias Communications and INSEAD Alumni in Greece, 2006; Booz Allen & Hamilton and INSEAD Alumni in Netherlands, 2006; Right Associate Nordic Region, 2006; Schlumberger (Global HR Forum for the oil industry), 2006; Roularta & INSEAD Alumni in Belgium, 2004; HR Network for Central and Eastern Europe (with University of Michigan), 2004; Technological Institute, Denmark, 2004; Corporate Travel World Asia Pacific, 2004; PersonaleStyrelsen (HR unit of the Danish government), 2003-4; Estonian Management Association, 2002; Berlingske Tidende, 2002; Danish Customs Agency, 2002; Economist Singapore, 2000 & 2002.

Project-oriented and Tailor-Made Seminars *

Danish Technological Institute (DK, 2002-); firms within Vinci Group (F, 2012-17); FIEMG (Brazil state organization, 2014) Natura (Brazil, 2011); Metinvest (Ukraine, 2010), BIC (F, 2006, 2009); Metro (D, 2003); Nordea (Nordic, 2002-5); Telenor (N, 2001-3); Heidelberg Group (D, 1999-2001), Novo Nordisk (2002, 1991); Belgacom (B, 1998); **R1994**; **Tele Danmark (DK, 1993-99)**; Egmont Group (Gutenberghus, DK, 1992-4); bioMérieux Group (F, 1991-94); Danisco (DK, 1991-94; Ericsson (1991-2002 and previously); Danfoss (DK, 1987-2002).

Teaching on In-company seminars ¹

ITT Automotive Systems (2017-); 3M CEE Region (2016); Alitalia (with Ambrosetti)(2016); 3M EMEA (2016); Elanco Animal Health (2016); **Brenntag** (2012-15); Vinci, (F, 2012-); FIEMG (Brazil); **China Business Executives Academy** (2014); **Clifford Chance** (2014); **Fiskars** (Fin, 2012-15); Management teams of new Danish boroughs and regions (DK government Ledelsevaerksted), 2006, 2010, 2015; European Investment Bank (2013); **West Pharma** (D, 2013); Icon (Ireland, 2010-12); **Camargo Correa** (Brazil, 2011-12); UAC (Russia, 2012); Aviva (2010-11); Siemens (2010-12); Nexans (2012); **Allianz** (2012); Votarintim (Brazil, 2012); UAC (Russia, 2012); **Gerdau** (Brazil, 2009-13); HSBC Brazil (2011); Odebrecht Brazil (2011); Welsh National Assembly, 2009; **Alcatel-Lucent Asia**, 2008-11; **Randstad**, 2008-14; **Shell Strategic Business Partner Program** (2006-10); Novo Nordisk (DK, 2009); Banca Sella (I, with Ambrosetti, 2008); Numico (Danone Asia, 2008); Johnson & Johnson World Wide Chemicals Production, 2007; AXA (F, 2007-8); **Institute for Chartered Accountants in Ireland, 2007-8; InBev, 2006-8**; Danone Asia Pacific, 2008; **Eurobank** (Gr, 2007-8); TietoEnator (S, 2007); **TAK** (S, 2007); **Umicore, 2006**; Royal Dutch Shell (1984-); **Swire Group** (HK, 1989-2012); **PGA (AMP Brazil)**, 1990-; **Lafarge** (F, 1998-2008); SEB (Sweden, 2006); BIC(F, 2006); Forum for Public Top Management (DK, 2008); Novozymes (DK, 2006); **GSK Asia Pacific**, 2001-6; Haniel GmbH (D, 2004-6); BAE (UK, 2005); **Aviva (2002-5)**; Rolls Royce (UK, 2003-6); Sadia (Brazil), 2005; **CEDEP General Management Program** (F), 1977-2005); CVRD (Brazil, 2004); Siam Cement (Thai, 2004); Rexam (UK, 2004); **GALP (P, 2004)**; Barclays Capital (UK, 2003, 1998); Merck (D, 2002-3; 1997, 1992); Imerys, 2003; Grant Thornton International (2001); **BMW** (2002-5); Teknologisk Institut (DK, 2001); **Links** (DK, 2000-3), Hansabank (Est, 2002); **Pfizer** (US, 1999-2002); **Henkel** Group (D, 1989-2004); Provimi (EBS, I, 2001); AP Møller and subsidiaries (DK, 1997-2003); **Heineken** (1981-92; 2003-5; 2016-); KBC (B, 1996-2003); **Eon/Veba** (D, 1998-2006); BAT (1998); Péchiney (1998-2000); Cemex (Mexico, 1997); GEC-Alsthom (1997); **Petronas** (Mal, 2002-4); Coloplast (DK, 1996-2002); **Wärtsila Asia** (1996); East Asiatic Company (1996); Santasalo/Componenta (SF)(1996, 2000); Amrop Brasil (1995); DanTransport (FLS) 1995; **SC Johnson** (1995-2003); **ICEDR** (HRD Leadership Forum, 1996-99); Kodak (USA, 1991-94); Eridania Béghin-Say (1994-98); Grand Metropolitan Foods Europe; Huhtamäki (SF)(1993-98); **Carrefour**; Superfoss (DK, 1997); NKT (DK, 1996); Continental (D, 1996); Deutsche Aerospace (1992-94); Ericsson (1982-98); KPMG

International/Peat-Marwick (1978-1994); Maybank (Mal, 1995); Van Leer (NL, 1996); SHV-Makro (NL, 1996); Générale de Banque (B, 1996); Reuters (UK, 1995); Borealis (DK, 1995); **Dansk Management Centre seminars** (1994-98); **BBDO** (1994-95); Nokia (1993); Banco Ambroveneto (I, 1994); CPC International (1993); United Overseas Bank (Singapore, 1993); Schering Plough (USA); Norsk Hydro (N); Suez Group (1992); Finnish National Development Program (sponsored by the Prime Minister of Finland) (SF, 1991-94); Pilkington Group (1991); Dansk Shell (1990); General Electric (USA); Fiskars (SF).

Project-Oriented Consulting Assignments

De Beers, Botswana, 2017 (Design and delivery of 2-day program to improve Botswana's talent competitiveness, involving government and business stakeholders)
Rosatom, Russia 2010-14 (Advisor on culture change, involving seminars and workshops with companies in the Group)
Monetary Authority of Singapore, 2005-8 (Advisor to the managing director on leadership development);
Rolls Royce, United Kingdom, 2003-6 (Advisor the HR management team for Rolls-Royce, and faculty on their top management program);
Comverse, Israel, 2002-3 (Advisory work to the top management team of a high technology multinational firm, and to its HR function);
PKA, Denmark, 2000-2 (Advisor and workshops for the CEO and top management team of a national pension fund on strategic and organizational development);
Teva, Israel, 2000-2003 (Advisory work to the Corporate HR function and senior management on the role of HRM in multinational organization of a leading global generic pharmaceuticals company);
Norsk Hydro, Norway, 1999-2001 (Leadership of a project sponsored by top management to develop a methodology for change acceleration, accepted as the lead corporate initiative by the new CEO);
Coloplast, Denmark, 1999, 1992 (Advisory work to the CEO and top management on matrix organization and top management functioning);
Norsk Hydro, Norway, 1995-96 (Action research partnership (\$50,000 funding) on duality-based tension analysis, applied to organization development in a division);
Danfoss, Denmark, 1986-1998 (Advisory work on HQ-subsidiary relationships and human resource development issues in a changing strategic situation;
LVMH, France, 1995-1996 (Advisor to group management on strategic development, organization, and international human resource management);
Unibank, Denmark, 1994-96 (Advisor and facilitator for top management in a process of organizational renewal);
Ciba-Geigy, Switzerland, 1992-95 (Advisor to the Corporate Human Resource function and main board on issues of human resource and organizational management);
World Bank, Washington D.C., 1992-93 (Member of the Human Resource Advisory Panel to top management);
Tele Danmark, Copenhagen, 1993-98
Advisory work to top management and group companies on organizational change and restructuring);
Kodak, 1992-94 (Advisory work to the corporate top management and divisional managements on the human resource and organizational implications of globalization);
bioMérieux Group, France and USA, 1991-93 (An action research partnership with the CEO and Group HR vice president on (a) the human resource development implications of globalization of this high technology business, and (b) "culture mapping" based on the application of duality theory);
Volkswagen AG, Germany, 1991-92 (Advisory work on international management development and training);
Royal Dutch/Shell Group, 1988-1989 (Director of a 3 global projects: (i) to develop a global competency framework for management and inter-functional development,

linking competencies to career progression; (ii) to assess the consequences on on-going business and organizational developments for management training and management development; and (iii) to regionalize management training in the Group (six persons working on the projects). Half-time assignment, combined with personal research on (a) dualistic properties in complex organization, and (b) the effects of mobility on organization).

VI. MISCELLANEOUS

Editorial Review Boards

Editorial board member for the journals *International Journal of Human Resource Management* and *Journal of World Business*. Reviewer for these and other academic journals such as *Journal of Occupational Behaviour* and *Human Resource Management*. Also external reviewer for senior professorial appointments at London Business School, Case Western Reserve University, Brigham Young University, Manchester Business School, Sheffield University, Darden School of Management.

Directorships

Co-founding member and Advisory Board of the HR Think Tank, Johannesburg South Africa (100 corporate members)(2017-).

- International Committee of the 10th World Congress of Human Resources, Brazil, 2003-2004.

- Co-founder of the *European Human Resource Forum (EHRF)*, a project-oriented forum in the field of strategic human resource management. Founding board member (1992-2009) (membership 150 multinational corporations).

- Member of the board of the *Human Resource Planning Society* (1989-1992) the American professional association of academics and practitioners in the field of strategic human resource management.

- Co-founder and director of the *FORUM at INSEAD*, an association of leading European executives for exchange on human resource management issues (members from Ciba-Geigy, DEC, Deutsche Bank, Exxon, Honeywell, ICI, IBM, Marks & Spencer, Olivetti, Philips, SAS, Volvo). Sponsored by INSEAD's Arnoud de Vitry d'Avaucourt Chair Program in International Human Resource Management, with further support from Exxon and IBM. 1983-1987.

Articles and features in the Press

More than 1800 press articles in Spring 2018 , and numerous annually around the world 2013-16 on the **Global Talent Competitiveness Index**, including many press interviews.

In *Financial Times* (numerous, including invited columns), *MandagMorgen* (DK); *MQ Review* (Slovenia), *Korean Times*, *Exame* feature profile (Portugal), *Børsen* (DK)(numerous including business quote of the year for 1993 in *Børsen Magasiners Guldnummeret*), *Times* (GB)(numerous), *Exame* (Brazil), *The European*, *Berlinske Tidende* (DK), *Politiken* (DK), *Lederne* (DK)(feature article on "Familien skal sikre succes paa jobbet" in 1994); *Svenske Dagbladet* (S), *de Standaard* (B) (numerous), *Die Economische Tijd* (B), *Mercado* (E), *O Estado de Sao Paulo* (Brazil), *Management* (I), *Courrier Cadres* (F), *Intermediare* (B), *l'Impresa* (I), *Frankfurter Allgemeine* (D), *Wall*

Street Journal (USA), *Jyllands Posten* (DK), *Mondo Economico* (I), *International Herald Tribune*, *L'Usine Nouvelle* (F), *Het Laatste Nieuws* (B); as well as many trade and professional magazines.

Commentary in monthly newsletter distributed to 10,000 Danish managers and leaders by the Danish Technological Institute, 2007-8.

Awards

“Most Influential Thinkers in HR” – Top 20 Award in 2013, 2014, 2015, 2017. Before such ranking awards, the press long referred to Paul Evans as one of the most influential scholars in the HRM arena.

Best European Case Award for the case “Codan 2000” in the field of HRM/Organizational Behavior/Leadership, Business Week/European Case Clearing House, 2004.

Titular Professor at the European Institute for Advanced Studies in Management (EIASM), Brussels (1998-2005)(in recognition of contributions in building scholarly networks in Europe).

Award from INSEAD MBA students for “Outstanding elective of the year” for the MBA course on International Human Resource Management, Singapore 2001.

VII. PERSONAL INFORMATION

Nationality/Citizenship: British

Language Fluency: English (mother tongue)
French (fluent)
Danish (reasonably fluent);
German (basic)

Contact Details

Professional address: INSEAD, Boulevard de Constance,
77300 FONTAINEBLEAU, France

e-mail: paul.evans@insead.edu